Commander Navy Reserve Forces Command

Force-Wide Transformation Initiatives

LCDR Doug Howell, USNR

Current Ops (N31) and Recall Support(N32)

The Long Range Picture

- ALL ONE TEAM, Not USN vs USNR
- The Vision – Joint Combat Effectiveness and CNO 5 Objectives
- The Challenge – Efficient Improvement of Combat Capability
- The Entering Assumption – We Can Do Our Business Better, with Less Overall Cost
- The Bottom Line – We Will Not Get More Money, and Cannot Sustain Status Quo

The Mid-Range Picture

- The Balanced Scorecard and Requirement to Plan, Train and Operate in a Joint Environment
- TRMS-NRRM, DRRS-N and Readiness
- Active-Reserve Integration
- Human Capital Strategy and the Reserves
- Sea Warrior from the Commander's View
- 5VM

The Close-In Picture

- Travel, Training and Unit Employment - CO
- Ops Support and Recall – AT/ADT/ADSW
- Billet Restructuring and ZBR from the Force View

Navy Reserve Force Employment *Weekly Update*

as of 11/1/04

Selected Reserve		Full Time Support	
End-strength	69,248	End-strength	14,152
Inventory (O-16,382 E-52,058)	68,440	Inventory (O-1,817 E-12,301)	14,118
On Active Duty (MOB)	3,434	RC: HQ & NRA Staffs	3,073
Presidential Reserve Call-Up (PRC)	8	RC: Other Staffs	300
Active Duty Special Work (ADSW)	482	In-Processing	+ 545
Annual Training (AT)	1,521	Total Staff Support	3,918
Active Duty for Training (ADT)	789	RC: Operational	4,533
Inactive Duty Training (IDT)	2,510	AC: Operational	+ 5,667

Operational Support – Major Events

Weekly Summary

as of 11/1/04

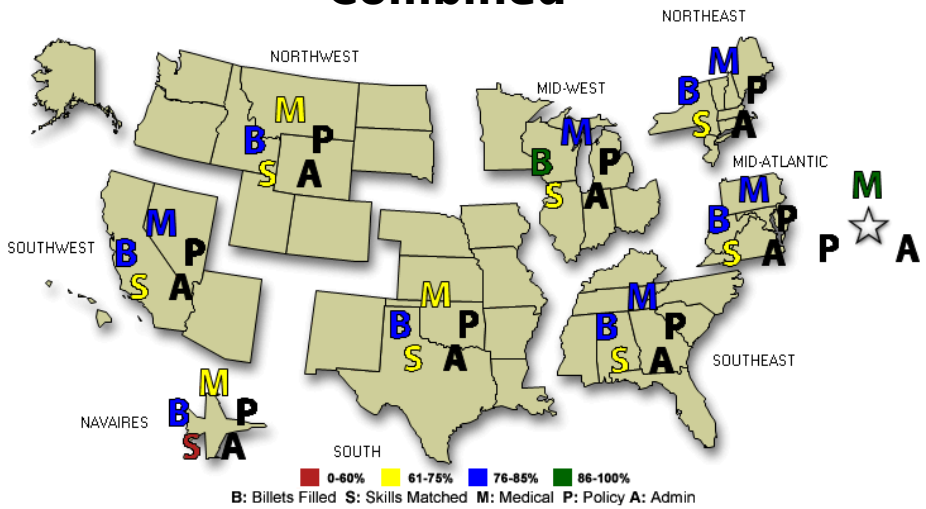
Event	AOR	Capability	Personnel Supporting
OIF 2	CENTCOM*	HCS, HM, VR (C-20)	133
CFFC		NCD	1013
MARFPCOM		NCW	538
NSWC		SPECWAR	95
CFFC		NAVELSF	569
USMC		Health Service	346
Intel Support		Intel	117
BUMED		EMF Dallas	(382)
CFFC		Customs Support	(446)
		OIF Support Total:	2,811
THEATER AIRLIFT	EUCOM, PACOM	VR (C130, C9, C40)	97
COUNTER DRUG	SOUTHCOM	VP, VAW, HSL	172
ADVERSARY	NORTHCOM	VFA (F18), VFC (F-5)	402
Other Air OS	NORTHCOM	VAQ (EA-6B)	83
BUMED	CONUS	MTF Support	256
		Total:	3,621

Navy Reserve Force

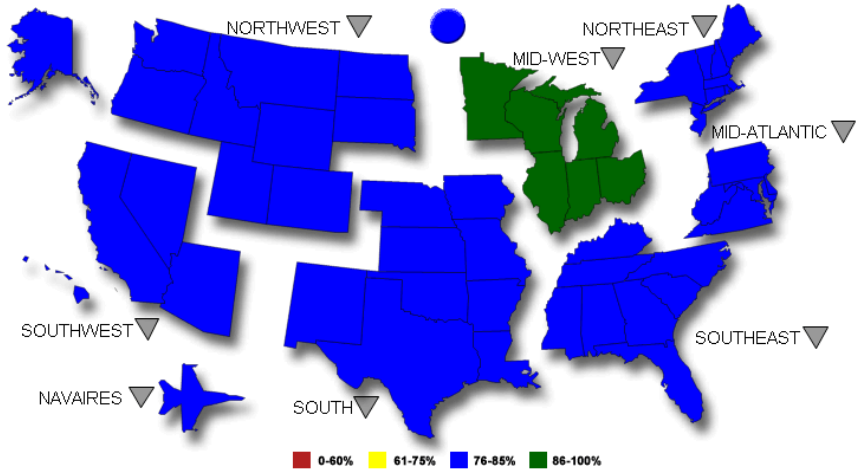
Readiness

as of 11/1/04

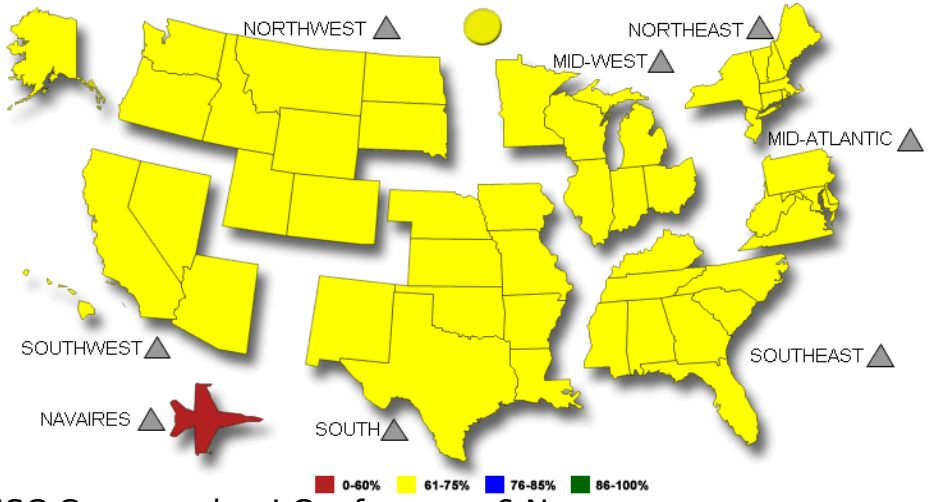
Combined



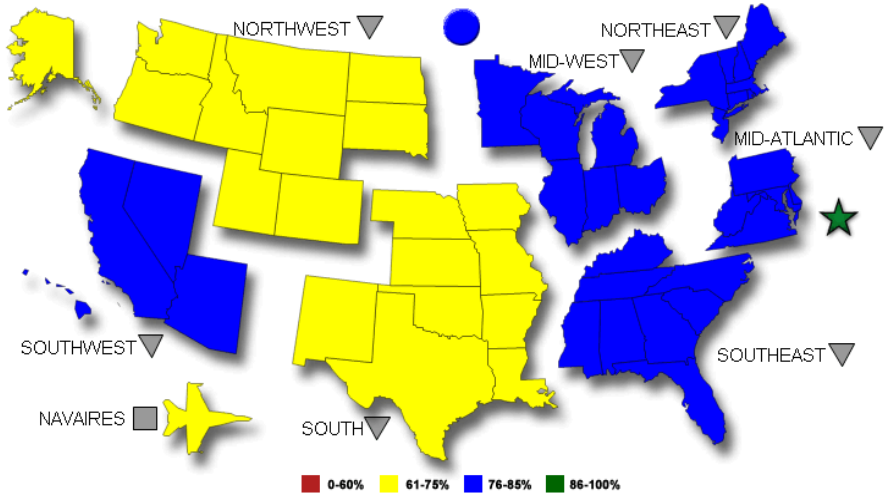
Billets Filled



Skills Matched

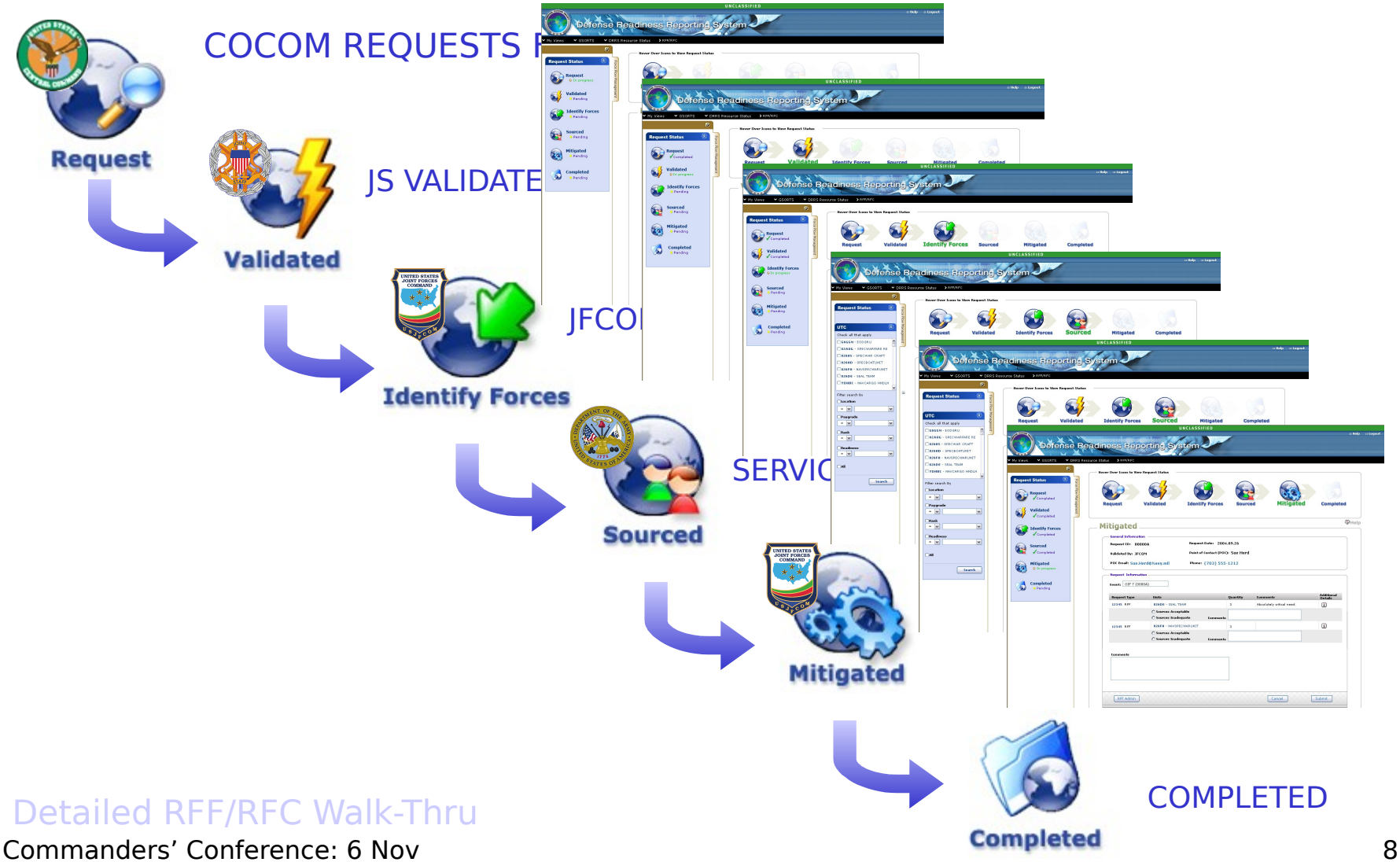


Individual Medical Readiness



Force Availability

RFF/RFC Process Overview



Force Flow Management

Request Status

- Request ✓ Completed
- Validated ✓ Completed
- Identify Forces ✓ Completed
- Sourced ✓ Completed
- Mitigated ✓ Completed
- Completed ✓ Completed

Hover Over Icons to View Request Status

Request → Validated → Identify Forces → Sourced → Mitigated → Completed

Help

Completed

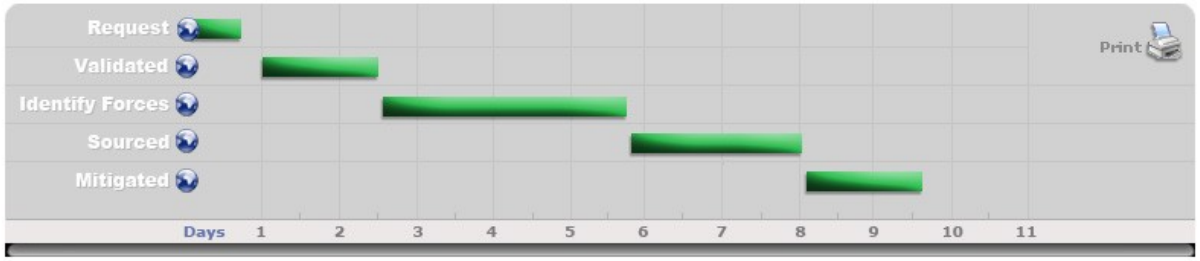
General Information

Request ID: 00001 **Request Date:** 2004.09.26

POC Summary

Step	Point of Contact (POC):	POC Email	POC Phone
Request	Mavin Lewis	Mavin.Lewis@us.socom.mil	(888) 555-1212
Validation	Michael Door	Michael.Door@js.pentagon.mil	(703) 555-1212
Identify Forces	Sue Herd	Sue.Herd@Navy.mil	(703) 555-1212
Sourced			
Mitigation			

RFF/RFC Timeline



Click time line bars to view that sections information and comments.

RFF Admin | Cancel | Submit

Why Human Capital? Why Now?

"There is more to be gained for this institution today by focusing on what the right human resource strategy is for us, than about anything else that we can build faith on. In the middle of that, I want everybody to know I'm looking for the tools to create the most effective and the most efficient Navy we can figure out how to put out there. That's what this is about."

The most effective and efficient Navy must develop the workforce necessary to ensure our most pressing corporate goals:

CNO's Top Five Priorities

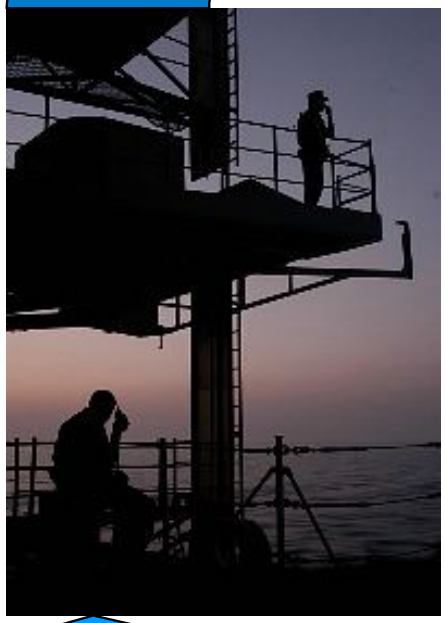
- **Manpower**
- **Current Readiness**
- **Future Readiness**
- **Quality of**

→ **Transformation & Recapitalization**

Echelon II & Community Leaders
On the Ground in Force Shaping

Echelon IIs

- **Shape Mission to Guidance**
- **Determine Total Requirements**
- **Send Manpower Demand Signals**
- **E… C…**



Community Leaders

- **Develop talent today for tomorrow's missions**
- **Inform Requirements Determination**
- **Satisfy Demand Signals**

Leverage the total knowledge, tools and skills embodied by **both** "customers" (Echelon II) and "suppliers" (Community Leaders)

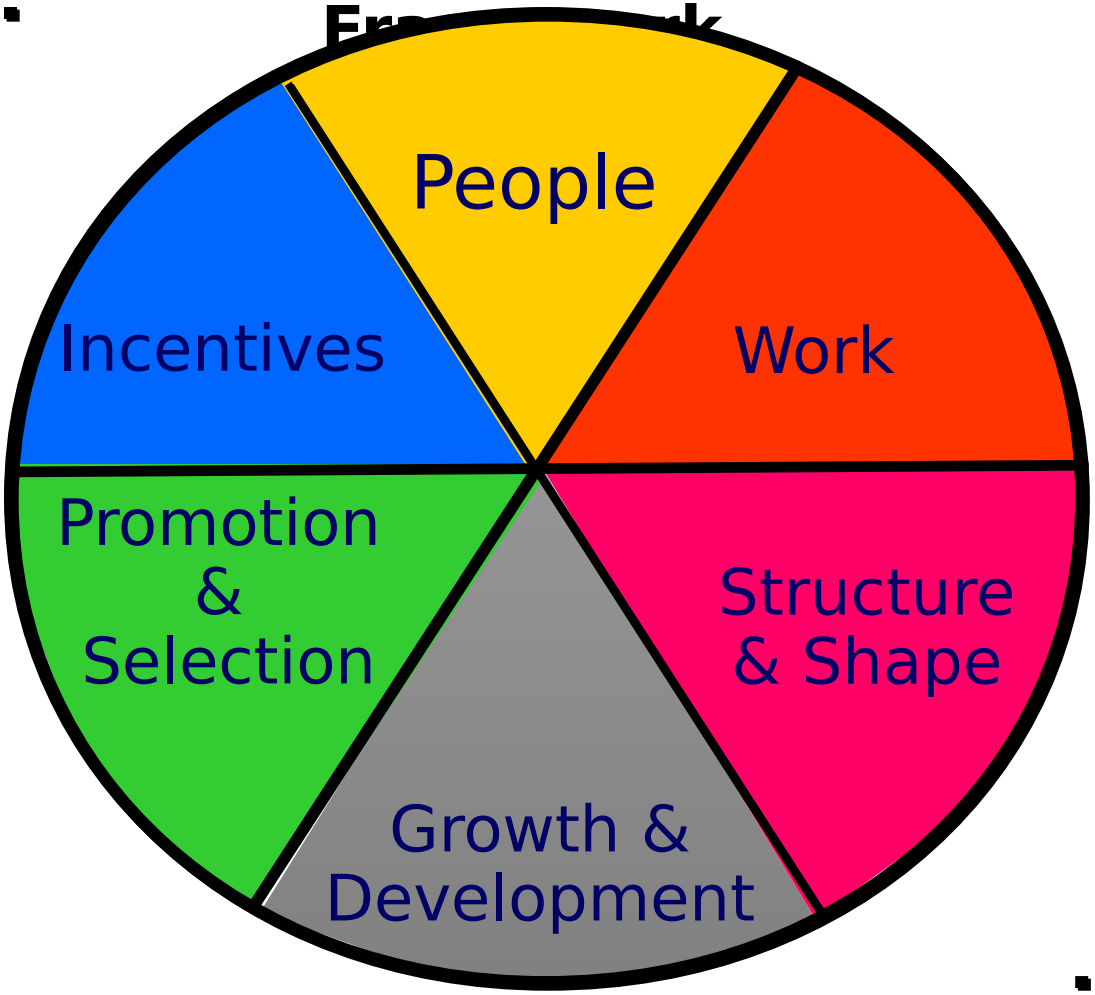
The Simple Facts…

- 900,000 people at work for the Navy today
- $200 Million spent on people per day
- 65% of the TOA

Our current default strategy does **NOT** work

CNO's Human Capital Strategy Development Framework

Six Factor Framework

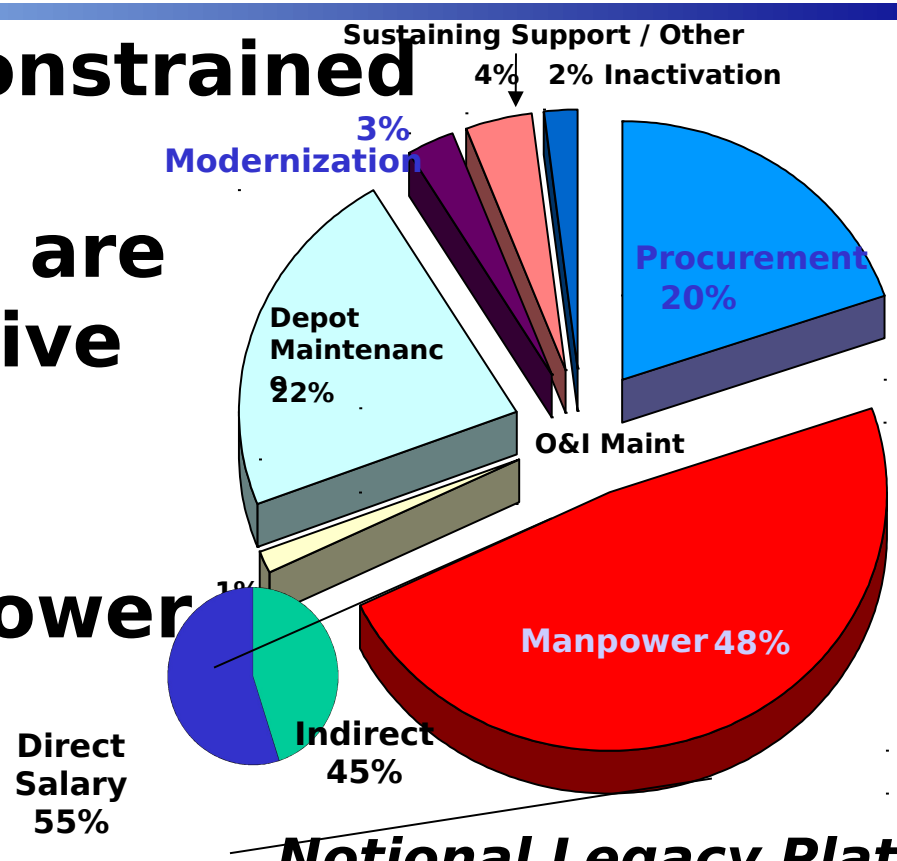


Six Steps

1. **Know where you are**
   - Current data, beliefs, assumptions
2. **Project future**
   - Desired end state, HC implications
3. **Find value**
   - Where is it?
4. **Close gaps**
   - Define shortfalls and required changes
5. **Design the fixes**
   - To shape workforce and align organization
6. **Implement with accountability**
   - Metrics-based implementation management

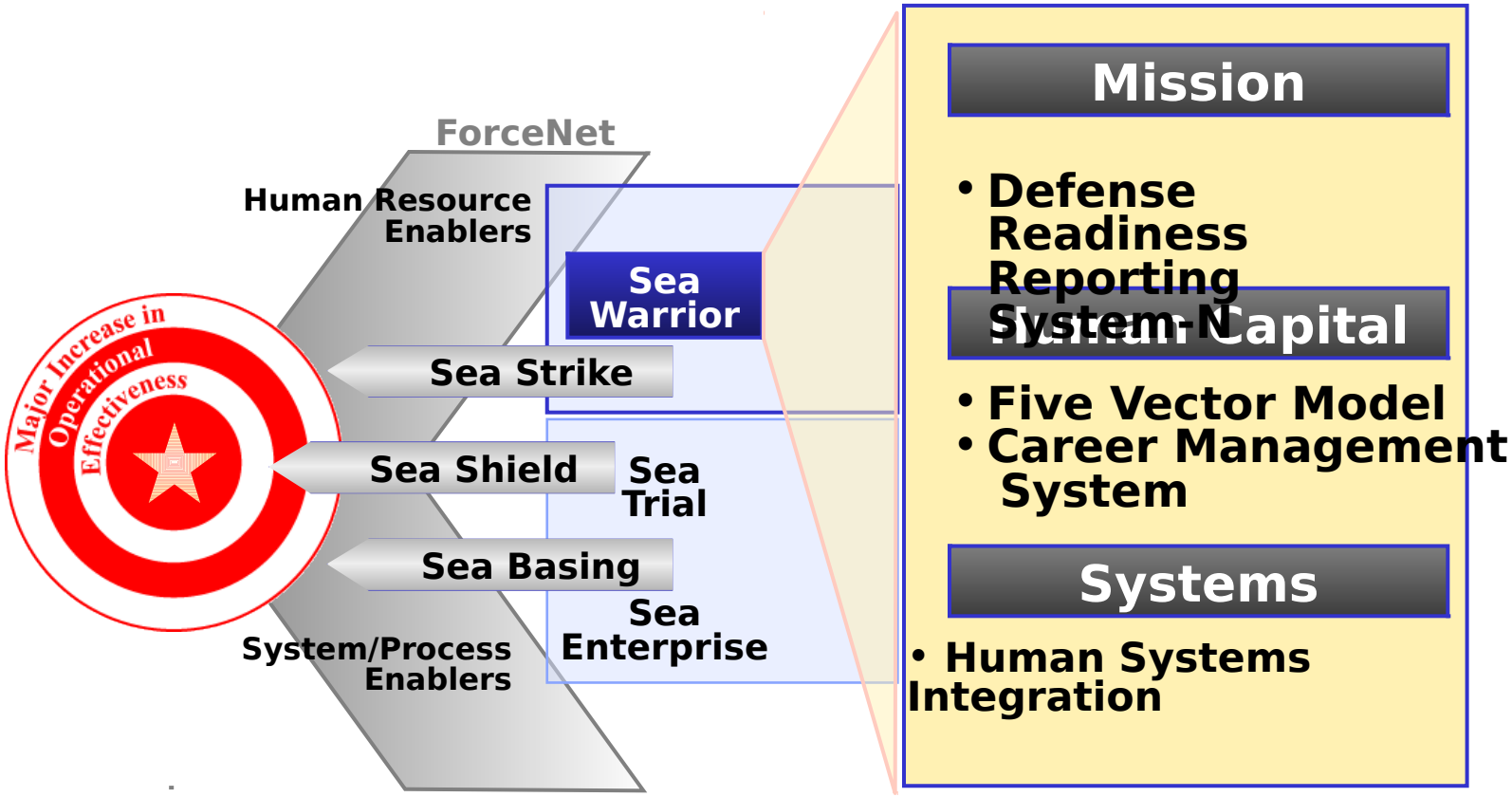
Why Sea Warrior?

- We are budget constrained
- Legacy platforms are manpower intensive
- 63% of Navy TOA devoted to manpower

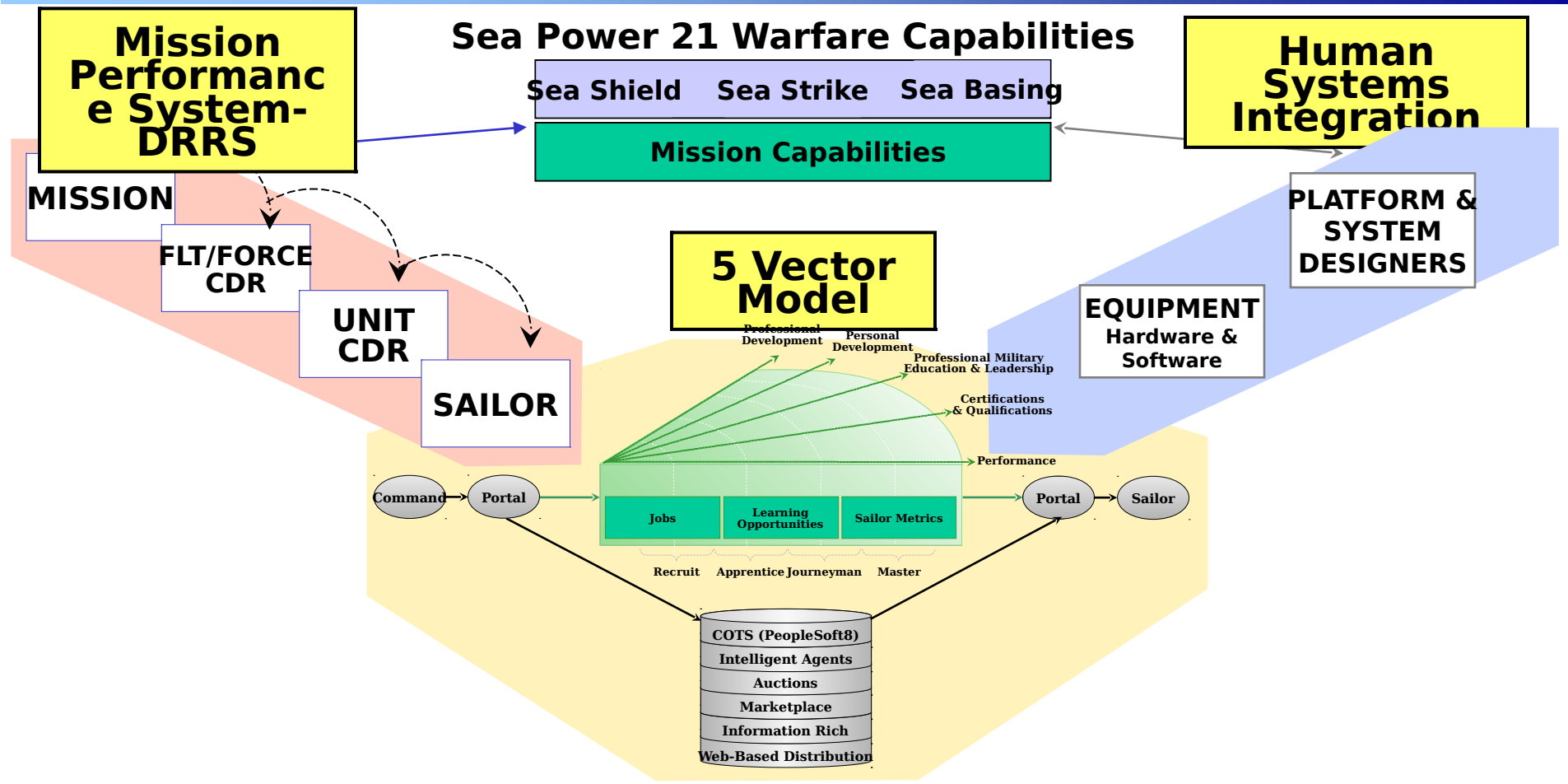


Notional Legacy Platform Life Cycle Cost

Critical Enabler of Sea Power 21

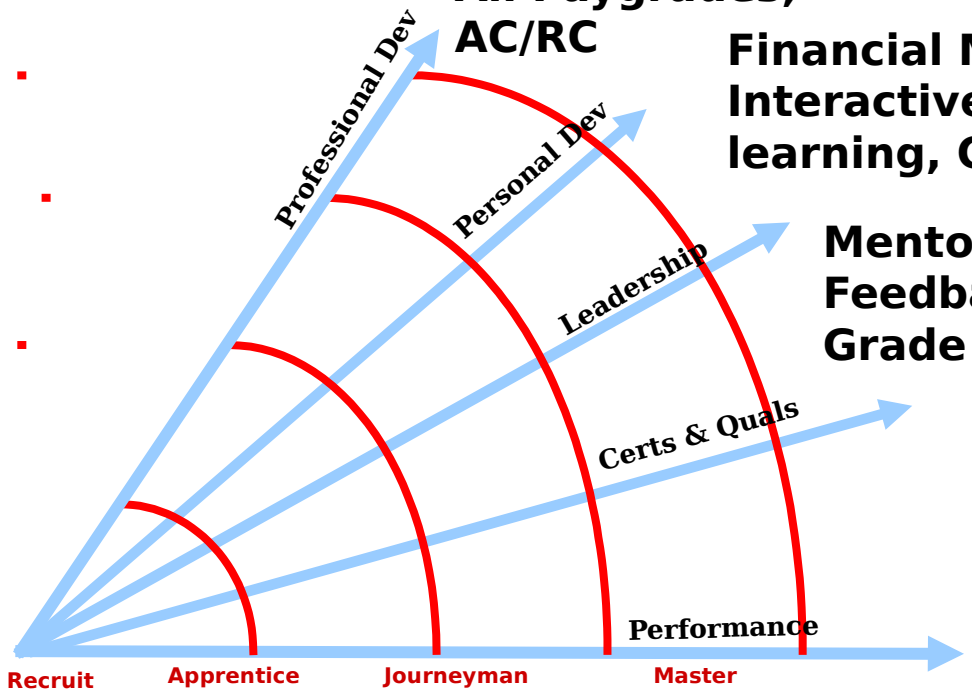


How Sea Warrior Fits



5-Vector Model

- **Continuing Development**
- **Multiple Working Groups**
- **Full RC-AC Participation**



All Paygrades, AC/RC

Financial Mgmt, 7 Habits, CPR Pilot Interactive Night Out, Navy E-learning, College Education

Mentoring Tool, 360° Feedback/Assessment Tool, Leadership Grade from EVAL/FITREP

Commercial Certifications, Knowledge Management Beta

Human Performance Feedback & Development Tool, Perf Eval Prototype, Project SAIL

Unit Employment

- Supported Command OSO-Unit CO/OIC-NRA CO
- NROWS Policy
  - 14 Days Out for CONUS Orders
  - 30 Days Out for OCONUS Orders
- AT Entitlement: 14 Days + 1 Day Travel CONUS/ + 2 Days Tvl OCONUS
- No Waiver Available for 29-Day FY AT Cap
- ADT: Field approval, 29-Day Cap (Waiver Avail)

Current Operations and Recall Support

- **CNRFC N31 is Current Operations**
  - Coordinates with Fleet OSOs to disseminate Fleet Exercise/Operations information
  - Works with Ech IV N3/N7 (REDCOMs) and RPDs (NARs)
  - Monitors SELRES exercise and operational support throughout the year (increasing visibility via TRMS)
- **CNRFC N32 is Recall Support (ADSW/OYR/PRC)**
  - Order Writers iso PERS, which controls Budget
  - Conducts second screening of ADSW/PRC candidates
  - **OPNAV to provide new guidance wrt 179-day FY limit**

USNR ZBR – Major Points

- Net Decrease of Approximately 16K Billets
- Some Commands Took 1K+ Billet Reductions:
  - CNAF, CNSF, BUMED, SUBFOR, CNI
  - NAVSEA, MINEWARCOM
- Not all these Billets Will Disappear FY05; earliest will show an end date of Oct 05
- New Billet Structuring to Phase In Gradually Throughout FY05
- Remaining ZBR Reduction, 9-10K Billets, May Be Delayed Past FY07 (Under Discussion)
- ZBR is Ongoing – Billets Will Be Added, Deleted or Shifted on a Continuing, Coordinated Basis

Wrap-Up

- Questions
- Offline Discussion Points
- Take-Aways for CNRFC